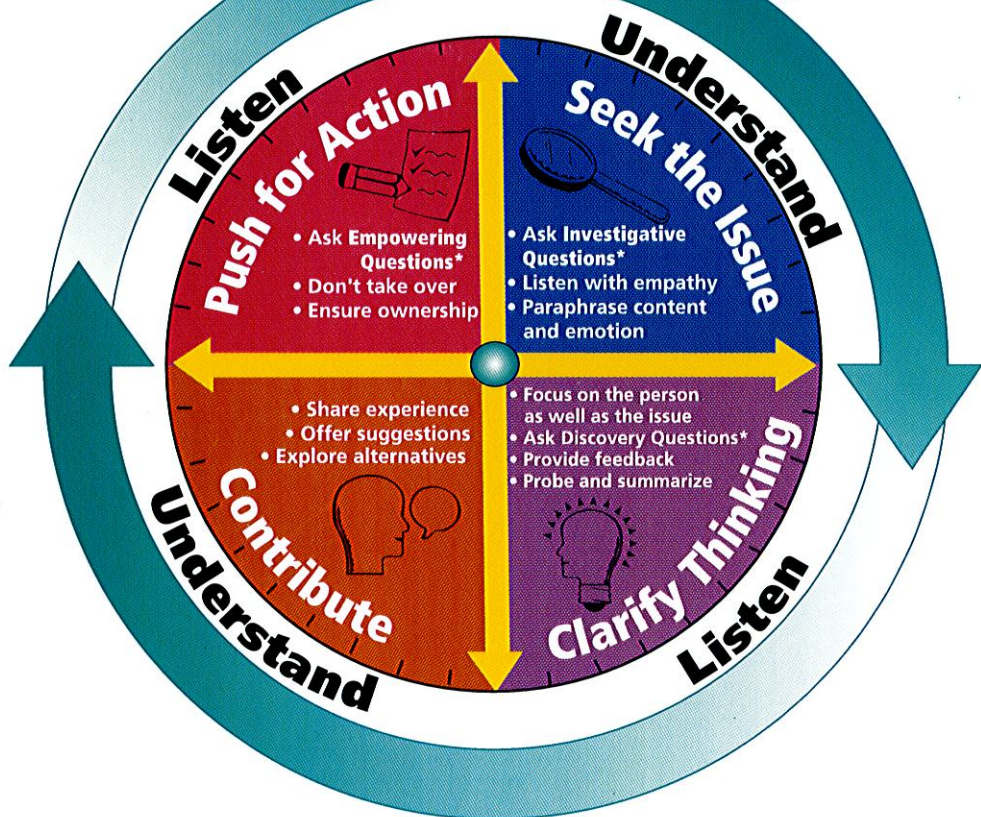


# The Compass for Mentoring and Coaching



## Guidepost

- ♦ Help the person identify the real issue or problem.
- ♦ Help the person define how he or she is contributing to the problem.
- ♦ Probe for information and listen with empathy.
- ♦ Use discovery and empowering questions.
- ♦ Challenge the person to think in new ways.
- ♦ Don't "take over".
- ♦ Push for action.

\* Examples of questions on the reverse side

# Questions With Strategy

During the mentoring and coaching process, you often begin with Investigative Questions - to understand the issue at hand. And when basic understanding has been accomplished, you can move to Discovery and Empowering Questions - to push the person to learn and to make a decision or a commitment to a course of action.

**Investigative Questions** solicit facts, objective data.

- ◆ Tell me what you have accomplished so far.
- ◆ How long has this been going on?
- ◆ What's happened?

**Discovery Questions** push the person to draw conclusions, learn from experience and discover new knowledge or insights.

- ◆ What have you learned from this?
- ◆ If you had it to do all over again, what would you do?
- ◆ What worked best?
- ◆ What advice would you give someone just starting out on a project like this?
- ◆ What concerns you?
- ◆ What are your ideas on this?
- ◆ What would happen if you did?
- ◆ What scares you most about taking this on?
- ◆ Tell me three things that you would consider in making a decision on that.
- ◆ What are you most comfortable with?
- ◆ What conclusions do you draw from this experience?
- ◆ What caused you to say that?
- ◆ What makes it necessary to do it that way?
- ◆ What is your reasoning?
- ◆ What did he/she do that helped most?
- ◆ Give me two alternative ways of thinking about this.
- ◆ What could you have done?
- ◆ If Charlie says this, what could you say back?
- ◆ What else could you have done?
- ◆ What is most important to you?

**Empowering Questions** inquire into what the person being mentored or coached is feeling, planning, wanting, and is ready to commit to.

- ◆ What outcome are you looking for?
- ◆ What will you do first?
- ◆ What must you do to make it happen?
- ◆ How will you begin?
- ◆ How will you know when you have it?
- ◆ Who else needs to know this?
- ◆ What resources do you have/need?
- ◆ What is the risk of doing this? Not doing this?
- ◆ How might you get in your own way?